

Government Responses to Questions From Offerors

No.	Question	Government Response
1	<p>Section 1, Statement of Work, subpart Performance Measurement (p.5 and 6) and Section V, Annual Business Unit Assessment of the Impact of the Transformational Leadership Seminar/Workshop state that changes in productivity and cost savings will be used as a measure of performance under this contract. What are the business drivers for change, and how are those drivers supported by organizational and management systems, incentives, management information tools and other policies and procedures that will reinforce/enforce accountability for implementing the training knowledge? In other words, who will hold managers and executives accountable for initiating change and how will they be rewarded for their success? What are the consequences for managers who choose not to use the knowledge from the training?</p>	<p>The Leading Change Seminar gives participants the skills and tools to initiate change - emphasis is placed on changing one self first before changing the organization. Participants who have attended this training have become change agents in the IRS. A natural outgrowth of this has been quantifiable impact on the organizations to which these individuals go back to. The purpose of this performance measure is to capture cost savings or productivity gains as reported by business units. We do not intend to penalize individuals, managers, work units. In those instances where there are quantifiable cost savings or productivity increases, the IRS may recognize individuals or work units in newsletters, Special Act Awards, or other non-monetary awards. The purpose of this performance measure is to ensure that from a past performance standpoint, measurable benefits to the IRS are documented over the life of the contract.</p>
2	<p>Who are the IRS Executive Instructors? What roles do they hold and what GS level are they in the organization currently?</p>	<p>The instructors are IRS Executives assigned to different operating divisions of the IRS - they hold an SES rating. These individuals have not traditionally occupied the role of "co-instructors," instead they provided their leadership perspective and their knowledge of being a leader specifically within the IRS. The majority of the instructors chosen have themselves been participants in the Leading Change class and has a basic understanding of the Leading Change model.</p>
3	<p>How will they be recruited and selected?</p>	<p>The Operating Divisions are asked to submit nominations for this course to the program manager - the program manager is responsible for selection of the IRS Executive.</p>
4	<p>Who will provide an initial orientation to their role?</p>	<p>The contract instructor and program manager.</p>
5	<p>What skills will they have in facilitation of team meetings?</p>	<p>Coaching and facilitation skills.</p>

Government Responses to Questions From Offerors

No.	Question	Government Response
6	Will the Executive Instructors be drawn from the management cadre of the group in the training or come from outside that pool?	They will come from outside this pool.
7	What backgrounds will they bring to their role in this training?	The background will vary, but what they will bring to the seminars and workshops is (as indicated in the answer to question 2) their leadership perspective and their knowledge of being a leader in the IRS.
8	Section 1, Statement of Work references the use of IRS Executive Instructors and states that the Contractor will prepare them. Given that the amount of preparation time might vary per person, how should this effort be priced? What area of the pricing sheet will accommodate potential variability in the amount of effort required to perform this part of the task?	The pricing for this should be reflected in the CLIN for x001D, entitled "Faculty Meeting." The unit price must be proposed on a per day basis. Typically, one to two days has been sufficient.
9	Section 1, Statement of Work references the use of IRS Executive Instructors. What assumptions should we make about the rotation of Executive Instructors through this role. In other words, will the Contractor be using the same pool or different groups of Executive Instructors for each scheduled session of the training?	See response to question 6.
10	Section 1, Statement of Work states that Seminar 1 is a prerequisite for Seminar 2. However, if less than 100 people complete Seminar 1 within the time period in order to be eligible to return in three months, will Seminar 2 be offered with significantly smaller numbers such as 25 people?	<p>The estimated number of attendees identified in the SOW are considered to be relatively accurate. Depending on the available funding and programmatic needs of the IRS, the Government may as an example determine that it will offer seminar 1 four times in Government Fiscal Year 2005, but determine that seminar 2 will only be offered once. While Seminar 1 is the foundation seminar, the IRS has structured the contract so that we can order the courses as needed.</p> <p>**Please note that for pricing purposes, offerors must use the seminar sizes</p>

Government Responses to Questions From Offerors

No.	Question	Government Response
		identified in Section VI, provision 2--Addendum To 52.212-1--Instructions To Offerors--Commercial Items, 2.A: Sample Tasks.
11	Section 1, Statement of Work states that Seminar 1 is a prerequisite for Seminar 2. Is Seminar 1 also a prerequisite for Seminar 3, Seminar 4 and Workshop 1 or should we design these activities as stand-alone events with independent agendas?	Seminar 1 is a prerequisite to Seminar 2, but Seminar 3 and Workshop 1 are stand alone events.
12	Section 1, Statement of Work: Is Seminar 2 also a prerequisite for Seminar 3, Seminar 4 and Workshop 1 or should we design these activities as stand-alone events? Or are we likely to have a mix of people in the other programs—those who have and have not completed Seminar 2?	The attendees for Seminar 2 will only include individuals who have completed Seminar 1. The Seminar 3 and Workshop 1 will need to be stand alone units. They will have different participants nominated by their operating divisions.
13	Will these events be “voluntary”? That is, will business units or intact work groups be guided to engage in this process, required to do so or simply invited? What will be the criteria that business units will use to decide to participate?	Senior managers are nominated by their operating divisions, but attendance is voluntary. The criteria for the nomination is specific to the particular operating divisions.
14	Will attendance at these events be mandatory for managers and staff in the intact work groups?	Attendance is voluntary. It has not been necessary to make this compulsory given that many attendees view these series of seminars/workshops as an important foundation that may help them to segue into executive management positions.
15	What are the GS levels of staff and management who will attend each of the program elements?	GS-14 through GS-15
16	Please clarify the outcomes expected in the Faculty meeting teleconference and clarify the expected length/duration of this call.	The information regarding Seminar 1 has been revised and augmented. Offerors are reminded that "faculty meeting" is established as a separate CLIN and must be priced on a per day basis.
17	Will the IRS provide the Faculty meeting teleconference bridge or should this be included in the cost of the proposal?	The IRS will coordinate this.
18	What limitations, if any, will be placed on the access to the business	The limitations will be defined by the technical approach of the winning offeror.

Government Responses to Questions From Offerors

No.	Question	Government Response
	unit/intact work groups prior to the Seminar and Workshop?	
19	<p>The RFP states that the Contractor must be prepared to customize the training to the needs of individual groups. However, the pricing sheet does not show a CLIN for additional design time, data gathering or other customization activities. How will the Contractor be compensated for this additional work?</p>	<p>The Government is trying to ascertain the degree of customization each offeror is willing to provide within the parameters of each offerors existing commercial product line and accordingly within the constraints of the firm fixed CLIN prices. The intent is to gauge the amount of customization that each offeror is willing to provide within the pricing structure identified in the RFP.</p>
20	<p>What types of training sites will the IRS provide?</p> <p>-For example, can the Contractor request “ballroom” style seating for the large group events?</p> <p>-What type of technology/media is available in the training facilities?</p>	<p>Courses are offered in non-govenment sites (mainly hotels) - the program manager arranges facilities based on the number of participants and supplies/audio visual based on the contents of the course. Preferences may be expressed to the Government, but there is no guarantee that they will be accomodated.</p>
21	<p>Section 1, Statement of Work states that in Seminar 3 that the Contractor will support the team in implementing innovative ideas and building the capabilities of generating additional efforts. Is this work that will be conducted after the training? If after the training, how should the cost of this effort be shown on the pricing sheet or is this covered under “Faculty Meeting”?</p>	<p>This cost should be reflected in the firm fixed unit price for Seminar 3.</p>
22	<p>Section 1, Workshop 1 states that the Contractor may conduct follow up work with the organizational units. Is this work priced under “Faculty Meeting” or does it fall outside the scope of this RFP pricing sheet?</p>	<p>This should be priced under the CLIN for "Faculty Meeting."</p>
23	<p>Has the IRS provided this training in the past? If so, what was the outcome in terms of improved productivity and cost savings? Was the performance satisfactory?</p>	<p>This requirement is a follow on to an expiring contract. We are unable to divulge performance information of another contractor. Information regarding specific contracts must be addressed through the Freedom Of Information Act (FOIA) process. Guidance on the FOIA process and submission information can be found at</p>

Government Responses to Questions From Offerors

No.	Question	Government Response
		http://www.irs.gov/foia/index.html .
24	Do you have targets for improving productivity as a result of this training?	There are no specific metrics. Our goal is to ensure that from a past performance standpoint productivity gains are reviewed by the business organization and adequately documented with respect to the resulting contract and the multi-agency past performance database that the IRS uses.
25	Do you have targets for reducing costs as a result of this training?	See answer to question #24.
26	Is there currently an existing contractor providing these services? If there is, who is it?	The incumbent is Signature Resources.
27	What organizations have you used in the past to provide similar services?	No additional information is available. Information regarding specific contracts must be addressed through the Freedom Of Information Act (FOIA) process. Guidance on the FOIA process and submission information can be found at http://www.irs.gov/foia/index.html .
28	What other companies have expressed an interest in this RFP?	The Government is not maintaining a bidders list, however, there does appear to be significant small business interest.
29	What types of culture change are you expecting as a result of this training?	The desired outcomes and leadership competencies are identified in the solicitation (Section I--SOW and Section IV--Leadership Competencies)
30	What leadership issues do you hope to address with this training?	See answer to question 29.
36	Does the contractor own the rights to the Performance Engagement training?	Under commercial acquisitions, the seminars and workshops are proprietary to the offeror to the extent that it has been identified in the technical proposal. Typically, contractors will identify each individual page which they feel contains proprietary information.
40	Will the contractor be provided with an overview of the previous Leading Change seminar that is referred to in Seminar 2?	The SOW regarding Seminar 1 has been revised and augmented. No additional information regarding the previous Leading Change seminar will be provided. Each offeror must provide its own technical approach/solution within the parameters prescribed in the SOW.
41	Will Seminar I replace the previous Leading Leaders course that has been conducted in the past for senior level IRS managers?	No. The Leading Leaders course is a current course offering for Department Managers.

Government Responses to Questions From Offerors

No.	Question	Government Response
42	Will participants in any of the Seminars receive 360 degree feedback related to the leadership competencies?	IRS has initiated 360 degree feedback for some management level employees. These are correlated to the leadership competencies. Participants attending Seminar 1 will receive a 360 degree instrument provided by the IRS
43	Seminar 1 : provide one Faculty meeting, who is this and what would be the content and purpose of the teleconference?	This requirement in the SOW has been revised and augmented. Both the contract instructor and IRS executives conduct <u>two</u> faculty meetings with the participants.
44	How has the incumbent priced the expiring solicitation for the same items.	See answer to question 27.
45	Can you tell how many hours make up the day?	Approximately 8 productive labor hours.
46	How often will each seminar and each workshop will be offered per year of the 5 year period?	This is an IDIQ contract, where the Government only orders what it needs. Therefore, it is possible that due to unexpected funding shortfalls that the Government may never order a particular CLIN. The only obligation the Government has to the contractor is to order the minimum contract level. If the Government never issues a delivery order, the contractor is still entitled to receive payment for the minimum amount specified under Section II--CONTRACT LINE ITEM PRICES.
47	What is the standard cost of living increase the agency considers reasonable.	The responsibility for bidding on the fully loaded firm fixed price CLINs rests with the offeror.
48	Is there a pre-bidders conference? If why when?	No. There is no pre-bidders conference.
49	Where should "Books and Other Seminar Material" be included for the "Leading change Seminar" be added?	CLIN x001B (where "x" designates the contract year, e.g., 3001B would be the contract year 3 price for the)
50	Will any of the seminars and /or workshops be offered at the same time?	It is a possibility. The delivery schedule will be determined at the time that the delivery order is issued. The issuance of delivery orders is completely at the discretion of the Government. Offerors should note that while this is an IDIQ contract, this is NOT a requirements contract (see FAR 16.503(A)).
51	Where will the seminars and workshops be held?	Different locations within the continental United States to be determined at the time of the delivery order.
52	Are offerors required to complete the	No. The back page is primarily for the

Government Responses to Questions From Offerors

No.	Question	Government Response
	back page of the Standard Form 1449.	Government to record its receipt and acceptance.
53	If the offeror has no relevant corporate or organizational past performance, may the offeror substitute past performance of the offeror's proposed key personnel/consultants who have relevant experience at a predecessor company?	Please note that Personnel Qualifications is a separate and distinct from relevant experience and past performance. If an offeror has no past performance, it will be evaluated in a neutral manner with respect to this evaluation factor.
54	How will contractor performance be evaluated separately from executive facilitator performance?	<p>The attendee evaluation form under solicitation Section V has been revised so that the performance of the contractor instructor and the IRS executive instructor are evaluated separately. However, as stated in responses to earlier questions, the IRS executive instructors are not "co-instructors" nor do they determine the structure and content of each seminar or workshop. While they do provide value to the seminars/workshops, their impact on the overall success of the course is relatively minor.</p> <p>If during the course of performance, the contractor disagrees with the annual evaluation provided by the Government, the contractor will have an opportunity to provide its own analysis and an explanation that will become part of the contract file and will be entered into a multi-agency past performance database.</p>
55	What organization is sponsoring this initiative?	Human Capital Office, Leadership & Education Division
56	Is this initiative funded by the organization contracting for services? If not, how is it funded and by whom?	Funded by offices listed in Block 55
57	How will these sessions fit into IRS's overall development and succession planning?	The Leading Change Seminar is a mastery program which is conducted for senior level managers – participants nominated to attend the Executive Readiness Program are strongly encouraged to attend this training.
58	How do we find the full text for clauses/provisions included in the solicitation when only a FAR citation and title are provided?	The Federal Acquisition Regulation (FAR) may be accessed electronically at www.acqnet.gov .
58	What does the acronym CLIN and	CLIN is an acronym for Contract Line Item

Government Responses to Questions From Offerors

No.	Question	Government Response
	Sub-CLIN stand for?	Number and sub-CLINs are additional items/services that are specifically associated with the main CLIN. As an example, in option period 1 (which is contract year 2). Seminar 1 is identified as CLIN 2001 . This is the primary CLIN. The cost of additional seminar attendees is identified as 2001A. This sub-CLIN is specifically the cost of the additional attendees for Seminar 1 in option period 1 (contract year 2).
59	<p>Paragraph 2, 1st sentence on page 4 reads as follows: "The Contractor shall provide all seminar and workshop material, except for books, for experiential exercises."</p> <p>All other seminars and workshop request pricing for books. Are books required for this seminar?</p>	The use of books may or may not be part of an offerors technical approach. The decision regarding the use of books, the individual titles, etc. rests with the offeror.
60	What is the difference between the IRS instructors and the IRS Executive Faculty?	These terms have been used interchangeably, but for purposes of consistency and clarity, the term "IRS Executive Instructor" will be used.
61	Should we use the original form 1429 or the modified form 1429?	Offerors shall only fill in information on the Standard Form (SF) 1449. The SF 1449 Back is primarily used for receipt and acceptance of items and services.
62	Form 1429 also refers to the attached pages. Is this referring to the rest of the RFP?	Yes.
63	Should we enter the pricing on the standard form 1429 or should it be entered on pages 6-12	The firm fixed unit prices for each CLIN and sub-CLIN should be identified in the format prescribed in Section II of the solicitation.
64	Is there an error in the CLIN pricing table for Option Year 5?	Yes. This was an error. Option Year 5 was deleted in its entirety. The maximum period of performance if all options are exercised is five year, i.e., a one year base period and four one-year options.
65	In your instructions for the business/price proposal, you identify the Representations and Certifications as being in Section V of the RFP. Should this be Section VII?	Yes. That was an error.